

DD/A Registry
85-0013/5

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

OTE FY 1985 Accomplishments

FROM:

D/OTE
1016 C of C

NO.

OTE 85-1516

DATE

3 December 1985

TO: (Officer designation, room number, and building)

DATE

OFFICER'S
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

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OTE 85-1516

MEMORANDUM FOR: Deputy Director for Administration

FROM:

Director of Training and Education

SUBJECT: OTE FY 1985 Accomplishments

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This Office has just completed another highly productive year. The following are selected examples of the many accomplishments realized as a result of the dedication of OTE employees.

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--THE OUTPUT CONTINUES TO GROW:

During FY 1985, OTE had more than 15,000 enrollments for a total of 108,155 student days in 157 different courses. This does not include tutorials, foreign language training, special programs, or other ad hoc training requests. This represents more than double the training that was offered as little as five years ago.

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accommodated 18 percent more students, conferees and TDY personnel than in FY 1984. is close to being at saturation.

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External training enrollments also hit a new record at 10,000 during FY 1985.

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--INTERNAL MANAGEMENT:

The Office was reorganized to prepare us to deal with the many new curriculum initiatives we are undertaking. The Secretarial, Administrative and Communication Training Division was established to manage the expanding secretarial training initiative. The Leadership Development Division was created to bring sharper focus to management and leadership training. The Soviet Realities Institute was formed to spearhead the Agency's effort to increase our understanding of the USSR. The Washington Operations Training Division--encompassing the Covert Instruction Branch (formerly a division), the Personal Security Branch and the Operations Branch--was created to consolidate Headquarters-based operations training and to help better focus resources on the expanding requirements for overseas and operations training.

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The first issue of OTE Notes, an internal newsletter, has gone to press. It will be used as a communication tool within the Office. ☐

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An effort was begun to increase OTE external training expenditures per MT careerist which had ranked fifth from the bottom in the Agency. There is a goal for the OTE external training expenditures to triple by the end of FY 1986. ☐

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--EXCELLENCE EFFORT:

Each branch in OTE developed an "excellence list" and a statement of "principles" for the Office. These were discussed with the D/OTE. A consolidated statement of OTE principles will soon be forthcoming. ☐

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The Office completed a long term project (initiated in October 1982) which defined the "roles and competencies" required by training careerists. The project, based on a similar effort by the American Society for Training and Development, specifies hierarchically the skills and experience necessary to advance in a training career. It significantly aids the career management process as a whole and offers precise training and assignment information to the individual careerist. ☐

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A campaign was instituted to improve the quality of life at the Chamber of Commerce building. Suggestions were received from employees at all levels. Some of the recently completed improvements include: installation of benches at the shuttle bus stop, purchase of cleaning tools for vaulted areas, installation of new bulletin boards, hall signs and classroom indicators. The snack bar was equipped with a microwave for student and staff use. Smoke detectors have been ordered and the tattered and aged wall hangings are being replaced. The health room was cleaned and stocked with material. ☐

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OTE worked closely with the Secretarial Profession Task Force which the Executive Director appointed to develop an action plan to reform the secretarial pay and career structure within the Agency.

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The Request for Internal Training Form (Form 73) is being automated to permit paperless registration throughout the Agency. It is currently being used on a limited trial basis. Upon full implementation, it is expected that there will be a considerable time savings in the preparation of course rosters, confirmation of enrollments, and the electronic updating of the Agency Training System with course completions.

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--NEW PROGRAMS:

A comprehensive training program was launched for secretaries, administrative and technical employees. The program became an instant success with FY 1985 instances of training exceeding 2,000 enrollments. The training consists of a series of courses designed to handle the training needs over the careers of this large group of Agency employees, from the Agency Orientation and Office Procedures Course to Supervisory Skills for Secretaries.

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The Communications Training Branch implemented the recommendations of a 1984 Agency-wide writing needs survey. The multi-level program includes remedial, technical, and advanced writing as well as a course to develop writing confidence.

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The Communications Training Branch also conducted a number of workshops for CIA editors. This was the first such attention this valuable group of CIA employees have ever received.

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As part of OTE's continuing effort to develop training programs tailored to meet specific needs of Agency personnel, a new DS&T training program was established. The training program, developed utilizing the results of a DS&T-wide needs assessment, includes such specialized courses as Acquisition Management for CIA Technical Personnel, Briefing Technical Material, ELINT Orientation, and Writing in the DS&T.

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Training must play a stronger role in pushing technology awareness in the Agency. Thus, we recently ran the new course "Rapidly Advancing Technologies Seminar." Students visited various technology centers and had the opportunity to discuss

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emerging technologies with leading experts. One immediate result of the course was a student proposal to do a similar effort on the Strategic Defense Initiative. This led Lieutenant General James A. Abrahamson, head of the Strategic Defense Initiative Organization, to organize such an effort. This Office will do a similar undertaking for Agency personnel.

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--LANGUAGE TRAINING:

In order to assess the comparability, validity, and reliability of CIA, DLI, and FSI oral proficiency testing, the three agencies conducted a study in French and German. Under the auspices of the Center for Applied Linguistics (CAL), twelve testers from the agencies tested 60 examinees in Washington and the Defense Language Institute (DLI) in Monterrey, California. Initial feedback indicates strong interagency oral proficiency test rating parity. A complete analysis of the study with recommendations will be submitted by the end of the year.

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DLI, FSI, CIA, and NSA regularly exchange teaching materials, trainers, and pedagogical expertise. Negotiations are underway to set up a Xerox Star 8010 multilingual computer internet communication system for unclassified exchanges of teaching and testing materials.

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The revised Language Incentive Program (LIP) became effective on 26 May 1985. Each Directorate will apply the new program according to its own operating needs. Highlights of the new program included a doubling of annual LIP award amounts, which totaled more than \$1.5 million under the old program, and regular overseas testing to assure continued eligibility for awards for employees in overseas posts.

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The Language Training Division (LTD) added Lao and English as a Second Language to its roster of 27 languages. LTD had FY 1985 enrollments of 208 full-time and 486 part-time students.

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--OVERSEAS TRAINING:

An emerging trend in 1985 was the movement of training overseas. Increasingly we will have to take the training to the people instead of vice versa.

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For the first time, the Language Training Division ran two consecutive overseas runnings of Survival French

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[] DO employees and annuitants representing eight languages were certified as oral proficiency testers to assist in the overseas testing program. A formal overseas testing program was implemented in which [] employees were tested in fifteen countries in seven foreign languages. []

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We responded to a DO requirement to conduct a training program for secretaries overseas who otherwise would not benefit from the Headquarters program. East Asia Division personnel and the trainers travelled to [] to deliver the program. The program was so successful that the DO wants to take it to Europe in late January or February 1986. []

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--CAREER TRAINEE PROGRAM:

As part of the continuing effort to make the Career Trainee Program relevant for all of the Directorates in the Agency, separate programs were established for CTs bound for the DS&T and DA. We also began to give the [] Course to CTs from all Directorates. []

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The Career Trainee Division developed and managed the programs of and trained [] career trainees in FY 1985, an increase of approximately 33 percent over that of FY 1984. []

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--OPERATIONS TRAINING:

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--COMPUTER-BASED TRAINING:

Due to an increasing demand for computer skills training, three self-study videotape courses were designed by the Information Systems Training Division (ISTD) covering AIM, host-based word processing, and SCRIPT.

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A joint project between the Information Systems Training Division and the Computer Based Training (CBT) Group resulted in the development of a four hour CBT course on AIM which will be available on VM by January 1986.

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An eight position Apple IIe computer learning lab was established in the Language Training Division. A four position lab will soon be set up in the Headquarters Learning Center.

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--EXECUTIVE DEVELOPMENT:

In response to a study of executive development priorities conducted in 1984, the Executive Development Staff designed a program for new SIS officers focusing on executive competencies and the leadership dimension of assuming executive responsibilities. The resulting Executive Leadership Forum offers SIS officers an opportunity to reflect on organizational expectations, receive feedback on key leadership dimensions, and develop with their peers their own model of effective and ineffective leadership behaviors. The Forum replaced the Executive Development Core Course.

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Nine new electives were also developed in response to the executive interest survey including "Achieving Sustained High Performance", "Intelligence Collection in the 1990's", and "Resource Decision Making for Executives."

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--INTELLIGENCE TRAINING:

OTE is embarking on a major initiative to establish a Soviet Studies Training Program in response to a DCI request. Although still in the initial stages, it will consist of one required course and a series of modules on six major blocks--Soviet politics, economy, military strategy and doctrine, culture and society, intelligence and active measures, and science and technology. The program would be directed to the needs of junior and mid-level officers working exclusively or primarily on Soviet issues.

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The Intelligence Training Division successfully conducted four additional runnings of the five-week New Analyst Course in support of DI requirements to train new analysts within 90 days of their entrance-on-duty.

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A series of nine science- and technology-related seminars designed to update Agency analyst, scientist and engineer knowledge in areas such as nuclear power and artificial intelligence were offered.

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During 1985, the Center for the Study of Intelligence launched the long-proposed demographic profile of the Agency, provided working space and support for three of the Director's Exceptional Analysts, completed the research and writing of a biography of former CI Chief, , and a text on covert activities and published four issues of Studies in Intelligence - which celebrates its 30th anniversary with the current issue.

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--CURRICULUM EVALUATION:

We began a first-ever systematic evaluation and zero-based review of all OTE courses and programs. This process ensures courses are meeting identified training needs, content is relevant to target audience and courses are eliminated that are no longer of value. As a result of this review, 12 courses were terminated.

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We also finished phase one of a comprehensive review of our analyst training program. This review was conducted by a panel of DI customers and outside experts.

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--RECRUITMENT PROGRAM:

OTE's contribution to the recruitment issue took several forms. Seventeen Agency recruiters participated in the first running of the Recruiter Training Course. The course focused on the laws, regulations, policies, and procedures which govern Agency recruitment activities. Indepth instruction on interviewing, presentation skills and recruitment activity management was also provided.

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An unclassified brochure highlighting the training opportunities available in the Agency was developed for use in the recruitment effort. Twenty thousand copies of the brochure are being printed for immediate use by recruiters. The brochure was developed internally by OTE at an estimated savings to the Agency of \$30 thousand.

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